

Silver Flag Exercise Site

***I n t e g r i t y - S e r v i c e - E x c e l l e n
c e***

Cultural Awareness and Negotiations



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Overview

- **Cultural Awareness**
- **Negotiations**

Referenc es

- **Airman's Manual AFMAN 10-100, 1 June 2004**
 - **Pages 7 and 8**
- **<https://www.auab.centaf.af.mil/>**

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Culture Shock

THE 4 PHASES

- **HONEYMOON PHASE**
 - Exciting, Motivated
- **STRESS AND ADAPTATION**
 - Realization, Homesick, Depression
- **ACCEPTANCE**
 - Understanding and Bonding, Buy In
- **MATURITY**
 - Experienced, Comfortable, Get Ready to Go Home

..... then comes “REVERSE CULTURE SHOCK”

[illegible]

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Middle East Cultural Insights

- **Elastic concept of time - patience required**
- **Balance personal/professional relationships are critical**
 - **Casual, establish rapport (be yourself!)**
 - **Business, “professional relationships”**
- **Always maintain your honor reputation; integrity**
- **A “yes” response may not mean agreement or commitment to action (capabilities)**
- **Be careful about when and how you say “no”**
- **Be aware of body language, maintain eye contact**
- **Impact of Religious holiday’s and fasting periods**
- **Holy Day: Friday (equivalent to our Sunday)**
- **Muslims punctuate their conversations with “In Sha-la”**

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Cultural Recommendations

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- **Do treat your counterpart as you wish to be treated**
 - **“The Golden Rule”**
- **Do be assertive when necessary**
- **Do be on time but not early; don't just ‘show up’**
- **Do greet males with a handshake; it may be a weak one**
- **Do be patient and polite; compliment and praise**
- **Do seek their opinion; insight to industry practices**
- **Do try to use the language, even the basics will open doors**
- **Do stand when a guest or counterpart enters a office/room**
- **Do try food or drink if offered**
- **Do accompany a guest to the door when they**



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One Team ... One Fight



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Cultural Tips

- **Don't move away if an Arab "invades your space"**
- **Don't act arrogantly or lose your temper; embarrass**
- **Don't shake an Arab women's hand; unless initiated**
- **Don't pat a person on the head or ask to uncover headdress**
- **Don't blatantly show the bottoms of your feet**
- **Don't bring a big entourage into a person's house**
- **Don't argue; exercise tact when pointing out concerns**
- **Don't use the left hand to eat or offer food**
- **Don't ask personal questions about female family**
- **Don't slouch when sitting**
- **Don't use the "A-Okay" or "Thumbs Up" gestures**
- **Don't try to convert someone to your religion**



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Middle East Attire



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Middle East Attire (cont.)



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النائب الأول لرئيس مجلس الوزراء وزير الخارجية



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A faint, light red background image of a Native American figure, possibly a warrior or dancer, in a dynamic pose, serving as a backdrop for the title text.

Questions on Cultural Awareness?

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A faint, stylized red lion is visible in the background, facing right. It has a large, flowing mane and a tail with a tuft.

Let's Talk Negotiations

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Pre-Negotiation Rehearsal Considerations

- **Preparation is key to successful negotiation**
 - **What am I negotiating?**
 - **What are my limits? (Funding, etc.)**
 - **Is this going to meet my customers needs?**
 - **Consider what you are asking for ... realistic goals?**
 - **Avoid strong-arm tactics**
 - **Remember Win-Win**
 - **Document going in and outcomes, Pricing Memos**
 - **Motivate yourself**
- **If you host the negotiation:**
 - **Ensure facility appearance is professional**
 - **Sanitize the negotiation location (no operational graphics, etc.)**
 - **Plan snacks and drinks**

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This Isn't Going To Work



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Interpreter Expectations

- **Prior to the negotiation;**
 - **Prepare the Interpreter**
 - **Ensure he/she understands the intentions**
- **Presents a professional appearance**
- **Speaks in first person**
 - **Translate your message word for word**
 - **Uses same tone and inflection you use**
- **Speaks for approximately the same length of time as you**
 - **Speak succinctly and simply (You AND the Interpreter)**
- **Understands military jargon and can translate**
- **Is prepared, knows the general subjects / topics**
- ~~**Look at your counter-part, not at the interpreter or off in space**~~

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Actions at the Table

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- **Take the lead, make introductions if necessary**
- **Don't agree to any first offer at the table**
- **Don't lie, bluff, make threats or promises**
- **Avoid discussion of politics, religion, or 'policy'**
- **Maintain the agenda; Keep your goal at the forefront**
- **Avoid excessive side-bar conversations**
- **Don't tell jokes - they do not translate well**
- **Don't rush off to the next meeting ... make them feel**

“this” meeting is the most important event in your day

- **Ensure all parties clearly understand**

requirements/taskers *Integrity - Service - Excellence*



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Post Negotiation Recap

- **A CCO's credibility is directly linked to the follow-through on agreements made at the table**
- **Follow-Up**
 - **Complete taskers; Yours and customers**
 - **Address questions timely from vendor**
 - **Outstanding issues cleared up**
- **Debrief results to leadership; provide status**
 - **Recommended next steps**
 - **Agreed upon pricing**
 - **Results and recommendations**
 - **Anticipated Award and/or Performance Date**

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Summary / Questions?

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- **Cultural Awareness**
 - **Shock / Insights / Recommendations / Tips**
- **Negotiations**
 - **Rehearsal / Interpreter Expectations**



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